

ADMINISTRATIVE - INTERNAL USE ONLY

INSTRUCTION NO.  
LI 20-23

LI 20-23  
PERSONNEL  
28 December 1973

STATINTL

---

SUBJECT : Letters of Instruction

REFERENCES: (a) HR [REDACTED]  
(b) DD/M&S Administrative Instruction No. 73-21

---

1. A copy of referent (b) is attached, which amplifies the guidance in referent (a) on preparation of letters of instruction (LOI's) for all employees in the M&S Directorate.

2. Please note that preparation of the LOI is intended to be a participatory exercise between the supervisor and the employee. This emphasis on participation does not convey that the individual employee can determine the content of his or her LOI. On the contrary, the LOI is a statement by the supervisor to the employee outlining the nature and scope of work to be accomplished. The prime importance of joint participation is to ensure that the employee and supervisor have a mutual understanding on the content of the LOI, since this will serve as the standard against which performance evaluation will be recorded by the supervisor.

3. There is no mandatory format for an LOI, although it is usually completed in a memorandum format and records the nature of the job to be performed, skills required or to be developed, and specific work tasks to be accomplished. The LOI is a formalized document outlining in as precise terms as possible what the supervisor expects the employee to accomplish. The LOI is a management tool and should be tailored to the strengths and weaknesses of the employee rather than just a position description. In each instance, the supervisor (usually the immediate supervisor) will sign the LOI and the employee will acknowledge that he has read and understood the LOI. Staff and division chiefs may designate a second officer in the chain of command to review and concur in the LOI, if appropriate. Attached are two samples of an LOI, one on an individual on indefinite detailed assignment of indefinite duration and a second on an individual incumbent in a regular T/O position. Please note that these attached samples are for general guidance only and not necessarily held forth for their excellence of content.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

ATTACHMENT

to

LI 20-23

28 December 1973

PERSONNEL

6 December 1973

DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-21

STATINTL

LETTERS OF INSTRUCTION

Reference: HR [REDACTED]

1. The recently revised Headquarters Regulation pertaining to employee fitness reports (FR's) requires each supervisor to provide his or her employees with an individual letter of instruction (LOI). To the maximum extent practicable, each letter should contain concise statements that include the annual performance objectives, action plans and desired timing of results (milestones or goals to be achieved at specific times during the year) expected of the employee. Letters should be brief, clear in meaning and written in a style that facilitates their use in the later preparation of FR's. Letters should be revised when significant changes occur in an employee's performance objectives, action plans or goals.

2. Initial LOI's should evolve downward from senior management. That is, an Office Director should initiate action in his office by preparing LOI's for the employees under his direct supervision, and they in turn for their employees, and so forth down the chain of command.

3. A vital part of the LOI procedure is the mutual participation of an employee and his supervisor in defining the employee's objectives and related details. This is necessary so the employee understands clearly what is expected of him and the basis on which his FR will be prepared.

4. Initial LOI's on all Directorate employees should be completed by 31 January 1974. Subsequently, an LOI should be prepared within 45 days following the assignment of an employee to a position in the M&S Directorate.

FOR THE DEPUTY DIRECTOR FOR MANAGEMENT AND SERVICES:

/s/

[REDACTED]  
Executive Officer

STATINTL

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

ATTACHMENT  
to  
LI 20-23  
28 December 1973

LETTER OF INSTRUCTION

Staff Personnel Division, Professional Placement Branch,  
Position No. 0942 -- GS-13 -- Personnel Officer

1. The purpose of this memorandum is to provide you, the incumbent of the above position, with a clear understanding of the functions of your Branch, the specific duties of your position, and what will be expected of you as well as what you may expect from your Branch and Division.

2. The Professional Placement Branch acts on behalf of the Director of Personnel serving as his representative to all Agency components on personnel management matters. You are an advisor, a controller, a monitor, an implementer, an information collector and transmitter, and an initiator. The objective of PPB is to provide the best possible professional personnel management advice and operation in those areas of the Agency for which you are responsible. The Branch is concerned with the proper handling and management of Agency employees within the regulatory guidelines and organizational structure as it now exists.

3. You are the Office of Personnel representative to the DDI and DCI career services. As such, you are expected to be fully acquainted with the structure, the activities and the staffing of those career services. You need to know where they are, who they are and what they are doing. You will be expected to have frequent, direct, face-to-face contact with the representatives of your career services. You will be expected to be aware of their staffing plans and staffing problems. You will be expected to recommend solutions to their staffing problems.

4. As one of PPB's placement officers, you will periodically be responsible for conducting entrance on duty orientation programs for new professional and technical employees. This function will necessitate your being knowledgeable of Agency benefits, practices, policies, regulations and procedures relative to personnel. This function will necessitate your speaking before groups which may range from 10 to 40 in size.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

ATTACHMENT  
to  
LI 20-23  
28 December 1973

5. You will conduct follow-up, pre-exit and placement interviews, all of which will be documented in accordance with existing Branch practices. You are the Equal Employment Opportunity counselor for the DCI and DDI career services. To perform this function you must be thoroughly acquainted with the Civil Service Equal Employment Opportunity Program and its requirements and procedures. At an appropriate time you will be enrolled in the Civil Service Commission's EEO training course.
6. You will review and approve for the Director of Personnel personnel actions and Quality Step Increase recommendations submitted by the DCI and DDI career services. You will monitor the Career Service Grade Authorization of each career service and be aware of the strength versus ceiling status of each career service. You will monitor and follow-up on time limited actions and delinquent fitness reports.
7. It is possible in your role as placement officer to over-emphasize police and monitor functions and under-emphasize advisory and problem solving responsibilities. Ideally, the placement officer is one who is considered by his career services to be a friend in court to whom the career service willingly turns for advice and counsel. Your ability to satisfy the needs of your career services, to continue to make improvements in personnel management in those career services while at the same time satisfy the needs of the Director of Personnel for adherence to Agency personnel management regulations and requirements, will determine whether or not your performance is average, better than average or below average.
8. It is important that you make every effort to keep abreast of your daily work load, that deadlines be considered seriously and met.
9. You are free at any time to consult with your co-workers, Branch Chief, or Division Chief to obtain assistance whenever you need it. It is your responsibility to keep your Branch Chief informed of any problems or activities which in your judgment are unusual.
10. You will be expected to make suggestions for change, to generate ideas to improve your function, and to show initiative in problem solving.

ADMINISTRATIVE - INTERNAL USE ONLY

ATTACHMENT  
to  
LI 20-23  
28 December 1973

11. Your Branch Chief will discuss your functions and your performance with you periodically -- not less than at six-month intervals.

12. Your performance as reflected in your fitness report will be measured against those functions specified in this Letter of Instruction.

/s/  
AC/PPB/SPD

ACKNOWLEDGED:

\_\_\_\_\_  
Date

CONCUR:

\_\_\_\_\_  
Chief, Staff Personnel Div. Date

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

ATTACHMENT  
to  
LI 20-23  
28 December 1973

LETTER OF INSTRUCTION

---

1. This letter constitutes your welcome to the Staff Personnel Division and a formal/informal statement of the activities which will be assigned to you and for which you will be responsible.

2. As you know, your detail to the Staff Personnel Division is for an indefinite period of time. As a result of your detail status rather than your being permanently assigned to the Division, we will not make any attempt to consciously steer your development toward any particular function in the Division nor is it anticipated at this time that your detail will result in a permanent assignment. Generally your activities will consist of assisting me and the branch chiefs of the Division to accomplish our work.

3. You are assigned to the Professional Staffing Branch and responsible for supervision and guidance to \_\_\_\_\_, the Chief, of that branch. Your base function will be to screen incoming professional and technical applicant files and prepare them for Skills Bank listing. \_\_\_\_\_ may assign you other duties in addition to this base function. From time to time you will be asked to assist the Professional Placement Branch by conducting exit and follow-up interviews and prepare written reports of those interviews. From time to time you will be asked to work on special information collection analysis kinds of projects for the Chief, SPD. Some of these projects are as follows:

Collect data and prepare written documents to assist the Division in meeting its objective milestones.

Collect manpower staffing and utilization data to be used by the Chief, SPD in discussion with Agency recruiters during the 10 through 14 September Recruiters Conference.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

ATTACHMENT  
to  
LI 20-23  
28 December 1973

Review and analyze staffing performance in relation to Advance Staffing Plan goals.

Review and analyze component performance in enrolling new employees in the Intelligence and World Affairs training course.

Establish training profile for SPD employees.

Review and analyze PRA assignments Agency-wide.

Review and analyze development complement assignments Agency-wide.

Conduct space and equipment surveys relative to certain space modifications which are planned for SPD.

4. Assignments will be given to you by \_\_\_\_\_, and the questions which you have concerning relative priorities regarding these assignments should be referred to \_\_\_\_\_.

5. It is our intention and aspiration that you will be a full fledged equal partner sharing in the work of the Division. We will expect as much from you in the way of commitment, effort and dependability as we do of any other SPD employee. You may expect from us the same concern, cooperation, guidance and help as that given to any other SPD employee. If you have any questions or suggestions concerning this letter or its contents or your forthcoming employment in SPD, please do not hesitate to ask.

/s/  
Chief, Staff Personnel Division

ACKNOWLEDGED:

\_\_\_\_\_  
Date

INSTRUCTION NO  
LI

LI 20-23  
LOGISTICS  
Personnel

STATINTL

SUBJECT : Letters of Instruction

REFERENCES: (a) HR [REDACTED]  
(b) DD/M&S Administrative Instruction No. 73-21

1. A copy of referent (b) is attached, which amplifies the guidance in referent (a) on preparation of ~~Letters of Instruction~~ (LOI's) for all employees in the M&S Directorate.

2. Please note that ~~the~~ preparation of the LOI is intended to be a participatory exercise between the supervisor and the employee. This emphasis on participation does not convey that the individual employee can determine the content of his or her LOI. On the contrary, the LOI is a statement by the supervisor to the employee outlining the nature and scope of work to be accomplished. The prime importance of joint participation is to ensure that the employee and supervisor have a mutual understanding on the content of the LOI, since this will serve as the standard against which performance evaluation will be recorded by the supervisor.

3. There is no mandatory format for an LOI, although it is usually completed in a memorandum format and records the nature of the job to be performed, skills required or to be developed, and specific work tasks to be accomplished. The



LOI is a formalized document outlining in as precise terms as possible what the supervisor expects the employee to accomplish. The LOI is a management tool and should be tailored to the strengths and weaknesses of the employee rather than just a position description. In each instance, the supervisor (usually the immediate supervisor) will sign the LOI and the employee will acknowledge that he has read and understood the LOI. Staff and division chiefs may designate a second officer in the chain of command to review and concur in the LOI, if appropriate. Attached are two samples of an LOI, one on an individual on indefinite detailed assignment of indefinite duration~~x~~ and a second on an individual incumbent on a regular T/O position. Please note that these attached samples are for general guidance only and not necessarily held forth for their excellence <sup>of</sup> ~~in~~ content.

4. Initial LOI's for each employee in the Office of Logistics will be finalized by 31 January 1974. Subsequently, new LOI's will be prepared, or previous LOI's for a specific position will be updated, within 45 days following the assignment/reassignment of an employee to a position within the Office of Logistics. In those instances where there are no substantive changes in an LOI upon change in incumbency, updating of an LOI can be <sup>e</sup> ~~a~~ffected by simple acknowledgement of an existing LOI by the new incumbent.

5. Two copies of each LOI will be forwarded to the Personnel and Training Staff, OL, upon completion. One copy will be filed in the OL individual personnel file and one copy will be filed by organizational element for referent purposes.

FRANCIS J. VAN DAMM  
Director of Logistics

3 Atts

ADMINISTRATIVE - INTERNAL USE ONLY

PERSONNEL  
6 December 1973

DD/M&S ADMINISTRATIVE  
INSTRUCTION NO. 73-21

STATINTL

LETTERS OF INSTRUCTION

Reference: HR [REDACTED]

1. The recently revised Headquarters Regulation pertaining to employee fitness reports (FR's) requires each supervisor to provide his or her employees with an individual letter of instruction (LOI). To the maximum extent practicable, each letter should contain concise statements that include the annual performance objectives, action plans and desired timing of results (milestones or goals to be achieved at specific times during the year) expected of the employee. Letters should be brief, clear in meaning and written in a style that facilitates their use in the later preparation of FR's. Letters should be revised when significant changes occur in an employee's performance objectives, action plans or goals.

2. Initial LOI's should evolve downward from senior management. That is, an Office Director should initiate action in his office by preparing LOI's for the employees under his direct supervision, and they in turn for their employees, and so forth down the chain of command.

3. A vital part of the LOI procedure is the mutual participation of an employee and his supervisor in defining the employee's objectives and related details. This is necessary so the employee understands clearly what is expected of him and the basis on which his FR will be prepared.

4. Initial LOI's on all Directorate employees should be completed by 31 January 1974. Subsequently, an LOI should be prepared within 45 days following the assignment of an employee to a position in the M&S Directorate.

FOR THE DEPUTY DIRECTOR FOR MANAGEMENT AND SERVICES:

[REDACTED]

Executive Officer

STATINTL

ADMINISTRATIVE - INTERNAL USE ONLY

OL 3 6711

ADMINISTRATIVE  
INTERNAL USE ONLY

LETTER OF INSTRUCTION

Staff Personnel Division, Professional Placement Branch,  
Position No. 0942 -- GS-13 -- Personnel Officer

1. The purpose of this memorandum is to provide you, the incumbent of the above position, with a clear understanding of the functions of your Branch, the specific duties of your position, and what will be expected of you as well as what you may expect from your Branch and Division.
2. The Professional Placement Branch acts on behalf of the Director of Personnel serving as his representative to all Agency components on personnel management matters. You are an advisor, a controller, a monitor, an implementer, an information collector and transmitter, and an initiator. The objective of PPB is to provide the best possible professional personnel management advice and operation in those areas of the Agency for which you are responsible. The Branch is concerned with the proper handling and management of Agency employees within the regulatory guidelines and organizational structure as it now exists.
3. You are the Office of Personnel representative to the DDI and DCI career services. As such, you are expected to be fully acquainted with the structure, the activities and the staffing of those career services. You need to know where they are, who they are and what they are doing. You will be expected to have frequent, direct, face-to-face contact with the representatives of your career services. You will be expected to be aware of their staffing plans and staffing problems. You will be expected to recommend solutions to their staffing problems.
4. As one of PPB's placement officers, you will periodically be responsible for conducting entrance on duty orientation programs for new professional and technical employees. This function will necessitate your being knowledgeable of Agency benefits, practices, policies, regulations and procedures relative to personnel. This function will necessitate your speaking before groups which may range from 10 to 40 in size.

ADMINISTRATIVE  
INTERNAL USE ONLY

-2-

5. You will conduct follow-up, pre-exit and placement interviews, all of which will be documented in accordance with existing Branch practices. You are the Equal Employment Opportunity counselor for the DCI and DDI career services. To perform this function you must be thoroughly acquainted with the Civil Service Equal Employment Opportunity Program and its requirements and procedures. At an appropriate time you will be enrolled in the Civil Service Commission's EEO training course.

6. You will review and approve for the Director of Personnel personnel actions and Quality Step Increase recommendations submitted by the DCI and DDI career services. You will monitor the Career Service Grade Authorization of each career service and be aware of the strength versus ceiling status of each career service. You will monitor and follow-up on time limited actions and delinquent fitness reports.

7. It is possible in your role as placement officer to over-emphasize police and monitor functions and under-emphasize advisory and problem solving responsibilities. Ideally, the placement officer is one who is considered by his career services to be a friend in court to whom the career service willingly turns for advice and counsel. Your ability to satisfy the needs of your career services, to continue to make improvements in personnel management in those career services while at the same time satisfy the needs of the Director of Personnel for adherence to Agency personnel management regulations and requirements, will determine whether or not your performance is average, better than average or below average.

8. It is important that you make every effort to keep abreast of your daily work load, that deadlines be considered seriously and met.

9. You are free at any time to consult with your co-workers, Branch Chief, or Division Chief to obtain assistance whenever you need it. It is your responsibility to keep your Branch Chief informed of any problems or activities which in your judgment are unusual.

INTERNAL USE ONLY

-3-

10. You will be expected to make suggestions for change, to generate ideas to improve your function, and to show initiative in problem solving.

11. Your Branch Chief will discuss your functions and your performance with you periodically -- not less than at six-month intervals.

12. Your performance as reflected in your fitness report will be measured against those functions specified in this Letter of Instruction.

STATINTL

AC/PPB/SPD

ACKNOWLEDGED:

Date

CONCUR:

STATINTL

Date

Chief, Staff Personnel Division

ADMINISTRATIVE

INTERNAL USE ONLY

**ADMINISTRATIVE**  
**INTERNAL USE ONLY**

STATINTL

LETTER OF INSTRUCTION

[REDACTED]

1. This letter constitutes your welcome to the Staff Personnel Division and a formal/informal statement of the activities which will be assigned to you and for which you will be responsible.

2. As you know, your detail to the Staff Personnel Division is for an indefinite period of time. As a result of your detail status rather than your being permanently assigned to the Division, we will not make any attempt to consciously steer your development toward any particular function in the Division nor is it anticipated at this time that your detail will result in a permanent assignment. Generally your activities will consist of assisting me and the branch chiefs of the Division to accomplish our work.

3. You are assigned to the Professional Staffing Branch and responsible for supervision and guidance to [REDACTED] the Chief of that branch. Your base function will be to screen incoming professional and technical applicant files and prepare them for Skills Bank listing. [REDACTED] may assign you other duties in addition to this base function. From time to time you will be asked to assist the Professional Placement Branch by conducting exit and follow-up interviews and prepare written reports of those interviews. From time to time you will be asked to work on special information collection analysis kinds of projects for the Chief, SPD. Some of these projects are as follows:

Collect data and prepare written documents to assist the Division in meeting its objective milestones.

Collect manpower staffing and utilization data to be used by the Chief, SPD in discussion with Agency recruiters during the 10 through 14 September Recruiters Conference.

STATINTL

STATINTL

Review and analyze staffing performance in relation to Advance Staffing Plan goals.

Review and analyze component performance in enrolling new employees in the Intelligence and World Affairs training course.

Establish training profile for SPD employees.

Review and analyze PRA assignments Agency-wide.

Review and analyze development complement assignments Agency-wide.

Conduct space and equipment surveys relative to certain space modifications which are planned for SPD.

4. Assignments will be given to you by [REDACTED] and the questions which you have concerning relative priorities regarding these assignments should be referred to [REDACTED]

STATINTL

STATINTL

5. It is our intention and aspiration that you will be a full fledged equal partner sharing in the work of the Division. We will expect as much from you in the way of commitment, effort and dependability as we do of any other SPD employee. You may expect from us the same concern, cooperation, guidance and help as that given to any other SPD employee. If you have any questions or suggestions concerning this letter or its contents or your forthcoming employment in SPD, please do not hesitate to ask.

STATINTL

STATINTL

[REDACTED]  
Chief, Staff Personnel Division

ACKNOWLEDGED:

[REDACTED]

27 Aug 73  
Date